



NATURAL RESOURCES CONSULTANTS, INC.

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### ***CURRICULUM VITAE***

***WILLIAM P. WOODS, JR.***

#### **SUMMARY**

Retired food industry executive, now a partner with Natural Resources Consultants, Inc. since 1999. Taught on the faculty of Central Washington University College of Business (served as Distinguished Executive-in-Residence 1999-2002). Serve as consultant to seafood industry. Industry responsibilities during 26-year career included general management, procurement, production, government relations and sales/marketing functions. Extensive contact with foreign suppliers, export markets, and U.S. retail grocery and food service markets. Significant recent experience in leading organizations through periods of rapid change brought about by "re-engineering" and corporate acquisitions/divestitures. Hold a Stanford MBA and speak Spanish. Retired Navy Officer.

#### **EDUCATION**

MBA, Stanford University, 1970  
BA, Economics, Dartmouth College, 1964.

#### **EXPERIENCE**

PRESENT (4/96 to date) - Retired from 26 years in seafood industry and joined faculty of Central Washington University College of Business as lecturer in Business Administration Department 1997-2006. Named "Kuolt Distinguished Executive-in-Residence Professor--Economic Development and International Trade" in 1999-2002. Joined Natural Resources Consultants as partner providing management consulting services to seafood industry. Also manage personal investments and family timber operations in Alabama from home in Ellensburg, Washington.

1992-1996 - TRIDENT SEAFOOD CORPORATION, Seattle, Washington  
VICE PRESIDENT - DOMESTIC SALES  
Responsible for managing sales of seafood to North and South American food service and retail grocery markets for largest Alaska-based seafood company.

In 1995 Trident private owners re acquired majority control of company with ConAgra remaining as minority investor. Through a staff of 32, managed procurement, sales and financial aspects of profit center that improved sales volume, turned operating losses into strong profits, and restructured department to focus on market segments rather than production mix. In addition to sales functions, investigated seafood opportunities for Trident in Russian Far East fisheries.

1990-1992 - STARKIST SEAFOOD COMPANY, AFFILIATE OF H. J. HEINZ COMPANY,  
Long Beach, California

VICE PRESIDENT - PROCUREMENT AND GOVERNMENT RELATIONS

Responsible for annual purchases of \$250 million of raw tuna and \$80 million of packaging and ingredients for the world's largest tuna company. Managed a department of 30 employees. Fulfilled government relations responsibilities for the company including testimony to U. S. Federal Agencies. Was recruited to make StarKist more competitive in a rapidly changing industry.

- \* Teamed with other members of Executive Committee in achieving significant turnaround of operating results for StarKist in 1992 through more effective cost control and working capital management.
- \* Implemented StarKist's "Dolphin Safe" policy with over 30 tuna suppliers from U. S., Latin America, Asia, Africa, and Europe which significantly improved consumers' acceptance of the brand.
- \* Increased the efficiency of the Procurement Department by maintaining service levels while reducing staff. Planned and executed a 30% "downsizing" of all General and Administrative cost centers with other members of the Executive Committee.

1989-1990 - BUMBLE BEE SEAFOODS / VAN DE KAMP SEAFOOD,  
DIVISION OF PILLSBURY / GRAND METROPOLITAN, San Diego, California

EXECUTIVE VICE PRESIDENT - RESOURCES AND GOV'T RELATIONS

Responsible for integrating and managing the procurement functions of the newly consolidated Bumble Bee canned seafood and Van de Kamp frozen seafood divisions of Pillsbury.

- \* Developed, planned, and managed with other officers the initial consolidation of all administrative functions reducing general administrative costs by 20%.
- \* Evaluated and closed one uneconomic frozen seafood plant, consolidating all production into one location, reducing fixed costs by 40%.
- \* After hostile acquisition of Pillsbury by Grand Metropolitan of United Kingdom, made presentations of both seafood businesses to prospective buyers. Led to the sale of both divisions with a 20% gain to Grand Metropolitan.
- \* During the transition, Bumble Bee maintained operating margins and Van de Kamp improved profit margin.

- \* After purchase of Bumble Bee by Thai interests, met goals for working capital management in heavily leveraged structure through management of procurement, production planning, logistics, inventory control and customer service functions.

1983-1989 - CONAGRA, INC., Seattle, Washington  
 TRIDENT SEAFOODS - SPECIAL PROJECTS 1987-1989  
 Responsible to the President for special projects stemming from ConAgra's 1987 merger of its Sea Alaska subsidiary into Trident Seafoods. Projects included managing Trident's entry into new processing and marketing ventures based on trawl fish which increased annual revenues significantly, government relations and surplus asset disposal.

SEA ALASKA PRODUCTS - VICE PRESIDENT OF SALES/MARKETING/  
 STRATEGIC PLANNING.  
 Responsible for managing \$40 million in sales to domestic food service, retail grocery, and Japanese and European export customers. Was part of ConAgra's professional management team brought in to develop and execute a strategic plan to turn around a money losing division. With ConAgra's senior management, developed strategic alternatives for growth which led to the consolidation with Trident Seafoods in 1987. Execution of Trident merger achieved critical volume objectives needed for long-term profitability.

1970-1983 CASTLE & COOKE, INC. (Now Dole Food Company, Inc.)  
 VICE PRESIDENT/GENERAL MANAGER - SALMON AND SHELLFISH DIVISION, Seattle, Washington 1982-1983  
 Managed operation and sale to other investors of salmon and shellfish assets in Alaska, Washington, Oregon, and South America after the corporate decision to exit the business.

VICE PRESIDENT - PRODUCTION, SALMON AND SHELLFISH OPERATIONS BUMBLE BEE AND PAN ALASKA FISHERIES, Seattle, Washington 1980-1982  
 Managed 17 salmon and crab production operations with 2,300 employees in Alaska, Washington, and Oregon and three tropical shrimp processing facilities with 400 employees in Surinam, Brazil and Ecuador.

VICE PRESIDENT/GENERAL MANAGER - TUNA PRODUCTION, LATIN AMERICA, BUMBLE BEE SEAFOODS, Mayaguez, Puerto Rico, 1977-1980  
 Developed team to manage tuna cannery with 1400 employees in Puerto Rico and 150 employees in loin plant cannery in Manta, Ecuador.

VICE PRESIDENT - FISH PROCUREMENT, BUMBLE BEE SEAFOODS, Astoria, Oregon and San Francisco, 1971-1977

MANAGER, FINANCIAL ANALYSIS, STANDARD FRUIT COMPANY BANANA DIVISION, Limon, Costa Rica 1970-1971

## **AFFILIATIONS**

Industry: CoChairman of Fisheries SubCommittee of Gore-Chernomyrdin Commission Ad Hoc Working Group on North Pacific Trade,  
Alaska Seafood Marketing Institute (Chairman)  
Alaska Fisheries Development Foundation (Chairman)  
National Fisheries Institute (Chairman, Surimi Committee)  
Pacific Seafood Professors Assn. (Director)  
United States Tuna Foundation (Director)  
National Food Processors Association (Director, NW Lab)  
Advisor on fishery matters to U.S. Dept. of State, U.S. Dept. of Commerce, InterAmerican Tropical Tuna Commission, and North Pacific Fisheries Management Council.

## **MILITARY SERVICE**

U.S. Navy, Lieutenant, Mine Force and Inshore Undersea Warfare, Pacific Fleet, Honorable Discharge, 1964-1968.